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ABSTRACT

This guide to leadership for college department chairs addresses three major challenges: (1) developing understanding and clarity about the motives and role of a department chair; (2) understanding the strategic planning process for creating a productive department; and (3) developing key leadership skills required for effectiveness. The first chapter looks at extrinsic and intrinsic motivation in department leadership and the administrator's attitudes about the role. Chapter 2 discusses development of a team structure and attitude and the administrator's role in influencing faculty for management, decision-making, conflict resolution, and professional development. The third chapter looks at general planning issues, and the fourth focuses on goal-setting and action planning. Four subsequent chapters address four elements in personal productivity: time management; creative conflict management; coping with stress and maintaining enthusiasm; and understanding the trade-offs and payoffs of leadership. (Contains a bibliography of approximately 100 items.) (MSE)

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